

	Original	Directors Alternative	Third Draft
Office of the Chief Information Officer	<p>DIS Director to become the state CIO;</p> <ul style="list-style-type: none"><li>• Enterprise-wide lead executive for IT transformation</li><li>• Shall create Office of CIO to support enterprise-wide approach to:<ul style="list-style-type: none"><li>○ IT strategy,</li><li>○ applications,</li><li>○ accounting, and</li><li>○ performance measurement</li></ul></li></ul>	Same	<p>Office of CIO created. Powers and Duties:</p> <ul style="list-style-type: none"><li>• Develop a State-wide IT Enterprise Architecture</li><li>• Develop and maintain a state IT Strategic Plan</li><li>• Coordinate and manage large project oversight</li><li>• Review, update, and establish Standards and Policies that agencies will use when procuring contracts, purchasing equipment or services, allocating staff</li><li>• Monitor and evaluate agency IT planning, spending, staffing, and structure to achieve maximum efficiency and effectiveness.</li><li>• Support the ISB</li></ul> <p>The CIO, in collaboration with the Executive IT Committee (EITC), will establish an IT Strategic Plan for the executive agencies under the authority of the governor. This plan will include a strategic direction for IT resource allocation and management. Using enterprise architecture, the plan will identify an operating model for maximizing the efficiency and effectiveness of the states IT infrastructure, its application systems, and resources. The IT plan will balance and achieve the following objectives:</p> <ul style="list-style-type: none"><li>• Efficiency in the allocation of state resources,</li><li>• Effective application of IT services to accomplish the complex business requirements of the state.</li></ul> <p>The CIO reports to the Governor.</p>

			<p>The CIO has the following mandate: to improve the effectiveness and efficiency if state IT investments through standardization, consolidation, use of enterprise systems and services. It is an expectation of all agency executive managers and their IT organization to pursue this agenda and comply with the plan established by the CIO in collaboration with the Executive IT Committee.</p> <p>The OCIO will be distinct and separate from DIS.</p>
Governance	<p>CIO ensure:</p> <ul style="list-style-type: none"><li>• Agency directors are represented in decision making and</li><li>• that missions of agencies are adequately reflected in outcomes</li></ul> <p>The Executive Steering Committee shall be primary vehicle for this.</p>	Same	<p>Statement on importance of shared governance in an environment that will place significantly more emphasis on enterprise service, movement to “utility computing” and “pay for use” delivery systems. Require use of shared governance bodies to advise, monitor, and in some cases decide, in collaboration with the authorizing executive or manager.</p> <p>The Governor’s office in consultation with the CIO will appoint members of the Executive IT Committee. Participation will represent the broad nature of state agencies and enterprise issues under the governor’s direct control.</p> <p>The CIO chairs the EITC and will use the committee to set policy, adopt standards and supporting principles, develop the IT strategic plan, and establish performance measures for evaluating the efficiency and effectiveness of IT investments, and set priorities for enterprise services to be developed and used by executive agencies under</p>

			<p>the authority of the governor. CIO may recommend to the governor a policy, priority, or performance measure to the governor if the EITC cannot reach a decision.</p> <p>The CIO will convene workgroups to develop enterprise priorities, work-plans, standards, and policies. The OCIO will provide staff support for such workgroups to allow through work products and short turnaround times.</p>
Consolidation and Authority	<p>CIO approves and has authority over:</p> <ul style="list-style-type: none"><li>• IT equipment,</li><li>• IT staff, and</li><li>• related IT budgets</li></ul> <p>OFM (in coordination with the CIO), shall advance the consolidation and increase the efficiency of IT efforts by:</p> <ul style="list-style-type: none"><li>• developing instructions,</li><li>• developing reporting methods, and</li><li>• preparing budget submissions for FY 2011-13 and beyond</li></ul>	<p>Delete or</p> <p>CIO <i>approves</i>:</p> <ul style="list-style-type: none"><li>• IT equipment,</li><li>• IT staff, and</li><li>• related IT budgets</li></ul> <p>OFM (in coordination with the CIO), shall advance the consolidation and increase the efficiency of IT efforts by:</p> <ul style="list-style-type: none"><li>• developing instructions,</li><li>• developing reporting methods, and</li><li>• preparing budget submissions for FY 2011-13 and beyond</li></ul>	<p>For agencies under the authority of the governor, accountability for efficient and effective allocation of IT resource resides with the governor and is delegated to the CIO. Therefore, authority to spend resources on IT services requires prior approval by the CIO. The CIO's approval is contingent upon expenditures being consistent with enterprise standards, policies, the IT strategic plan, and OFM budget and accounting requirements. The mechanisms for prior approval will be developed by OFM, the CIO and the EITC.</p> <p>Accountability for service delivery resides with agency directors. Therefore authority over IT resources including assets, expenditures, and staffing resides with agency directors. Agency directors will be expected to comply with the IT strategic plan, enterprise standards and policies, and budget and accounting requirements. Agency directors and their IT organizations will be accountable for delivering efficient allocation of IT resources and the effective application of IT services.</p>

			<p>Agency IT budget submittals to OFM require CIO review and approval for compliance with IT strategic plan and enterprise architecture.</p> <p>OFM and the OCIO will refine Budget, Accounting, and IT Portfolio processes and systems to efficiently increase transparency of IT resource allocation for agencies under the governor's authority, and to facilitate CIO review of spending plans.</p>
Further Consolidation	<p>CIO to identify opportunities to:</p> <ul style="list-style-type: none"> <li>• consolidate resources,</li> <li>• reduce costs, and</li> <li>• streamline information technology services</li> </ul> <p>While maintaining agency-specific applications and staffing appropriate to the missions of individual agencies and their programs.</p>	<p>CIO, in coordination with OFM, to identify opportunities to:</p> <ul style="list-style-type: none"> <li>• consolidate resources,</li> <li>• reduce costs, and</li> <li>• streamline information technology services</li> </ul> <p>While maintaining agency-specific applications and staffing appropriate to the missions of individual agencies and their programs.</p>	<p>Require CIO in every agency with more than 300 FTE's and/or IT expenditure greater than \$3 M annually. Consolidate authority over IT spend and structure under agency CIO. OFM and DOP, in collaboration with CIO's, will establish procedures so that all IT staff and expenditures are uniformly accounted for in agency organizational structure and chart of accounts. OFM will work with LEAP and fiscal committees of the legislature if budget structure changes are required.</p>
IT Financing	<p>OFM and the CIO shall review the current cost recovery strategy and rates related to funding information technology services.</p> <p>New approaches shall be developed consistent with:</p> <ul style="list-style-type: none"> <li>• Shared services model of information technology,</li> <li>• Need to reduce the cost of information technology, and</li> </ul>	<p>OFM and the CIO shall review the current cost recovery strategy and rates related to funding information technology services.</p> <p>New approaches shall be developed consistent with:</p> <ul style="list-style-type: none"> <li>• shared services model of information technology,</li> <li>• need to reduce the cost of information technology, and</li> </ul>	<p>The director of OFM, in collaboration with the CIO, will develop a funding model for IT services that enhances accountability and creates incentives to drive highest value for cost incurred.</p> <p>OFM will rebase the allocation of IT resources across executive branch agencies under the authority of the governor and fund sources in the biennial budget to accommodate IT transformation</p>

	<ul style="list-style-type: none"> <li>Need to improve the transparency of accounting for these costs.</li> </ul>	<ul style="list-style-type: none"> <li>need to improve the transparency of accounting for these costs</li> </ul> <p>Total cost of ownership must be clearly identified and include the Wheeler Building (Data Center and associated DIS office space); \$30 Million in directed savings; the estimated \$70-90 Million associated with moving the OB2 data center. Shared Services must be approved by the Executive Steering committee using the agreed upon criteria established in the committee charter. (Cost Savings, Service Levels, Value)</p>	initiatives to the greatest degree possible.
Governance and Statutory Changes	<p>CIO to pursue the consolidation and efficiencies highlighted in this Executive Order to the extent possible under existing statutes.</p> <p>CIO to review existing statutes and committees to identify opportunities for further efficiencies and improvements, offering recommendations for legislative changes by December 1, 2010.</p>	Same	The CIO and DIS will review RCW 43.105 and suggest changes for the Governor's consideration of executive request legislation for the 2011 session to clarify authority for ISB, OCIO, DIS, and agency directors.
Accountability	<p>CIO to:</p> <ul style="list-style-type: none"> <li>develop enterprise-wide performance measures,</li> <li>collect those measures, and</li> <li>make those measures available to the public in "plain talk" form.</li> </ul> <p>CIO to incorporate these enterprise-wide performance measures into the on-going GMAP process.</p>	Same	
Authority	Nothing	This Executive Order shall not be construed to alter the existing authorities of any executive agency or department, except that all executive agencies and	Nothing (in sections above)

		departments are directed to assist the CIO in carrying out the purposes of this order.	
DIS	Nothing	Nothing	<p>DIS is the central service provider for the provision of “utility computing”.</p> <p>The Director of DIS will establish a Customer Advisory Board for the management and oversight of the operations of DIS services and the procurement or the provision of “utility computing”.</p> <p>DIS is responsible for brokering the provision of the highest quality service at the least cost to the enterprise, whether that is through facilitating the procurement of services from the private sector or providing services on behalf of the enterprise.</p> <p>Standardization, streamlining, automating, and consolidating IT service provision across all lines of IT business will allow the state to achieve more effective allocation of IT resources.</p>
Employees	Nothing	Nothing	<p>The director of DOP, the Labor Relations Office of OFM, the CIO, and agency directors under the authority of the governor will work with the designated representatives of the IT workforce, both represented and non-represented, to ensure the IT workforce contributes to the overall success of the states IT Transformation initiatives.</p>